

SHADOW EXECUTIVE

10 JUNE 2008

SUBJECT	Implementation Plan and Risk Analysis To establish the key milestones to guide the transition implementation programme together with currently identified risks to achieving the programme.
REPORT OF	Officer Programme Board
<i>Contact Officer: Simon Redmore (Tel: 01462 611255)</i>	

IMPLICATIONS

SUSTAINABILITY	None
FINANCIAL	None
LEGAL	The Shadow Authority is required by the Implementation Order to prepare, keep under review, and revise as necessary, an Implementation Plan.
PERSONNEL/EQUAL OPPORTUNITIES	None
COMMUNITY DEVELOPMENT/SAFETY	None
TRADES UNIONS	None
HUMAN RIGHTS	None
KEY ISSUE	Yes
BUDGET/POLICY FRAMEWORK	No

OTHER DOCUMENTS RELEVANT TO REPORT

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| <ol style="list-style-type: none"> 1. The Bedfordshire (Structural Changes) Order 2008. 2. "Central Bedfordshire, A Joint Proposal for Unitary Local Government" Volumes 1 and 2, December 2007. 3. "Creating Central Bedfordshire Implementation Strategy" April 2008. |
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RECOMMENDATIONS:

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| <ol style="list-style-type: none"> 1. To adopt and keep under review the Implementation Plan at Appendix "A" to this report; 2. To adopt and keep under review the Risk Log at Appendix "B" to this report. |
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<i>Reason for Recommendation:</i>	<i>To comply with the requirement of the Implementation Order to prepare an Implementation Plan, identify risks and opportunities associated with the plan, and provide the basis for monitoring progress.</i>
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Background

1. The Implementation Strategy adopted by the Shadow Executive at its meeting on 10 April contained provisional milestones and some key risks. All of that work has been updated and incorporated within the revised documents attached as appendices to this report.

2. Both the Implementation Plan and the Risk Log are key control documents for use by Members and officers during the transition. The DCLG and Government Office will also be using the documents and draft versions have already been discussed with DCLG officials.

Work to Date

3. The Implementation Plan has been prepared with regard to plans in Bedford Borough so that milestones are co-ordinated between the two emerging unitary authorities.
4. The Implementation Plan at Appendix “A” is presented at a very high level and it is officers’ intention to maintain review reports for the Shadow Executive at this level. It has been developed in consultation with lead officers working on all the workstreams that make up the transition programme.
5. Likewise the Risk Log at Appendix “B” is presented at a high level. Management by risk is a key principle underpinning the approach to project and programme management being adopted for the transition.

Progress Report

6. Appendix “A” uses a system of red, amber and green to indicate milestones that are, respectively, delayed, at risk or on track. Officers will update the Shadow Executive orally at the meeting but at the time of writing this report the situation on the exceptions shown on the plan are:

Milestone	Proposed action
Line 5. Vision and priorities	The first Compass workshop did not provide detailed information on priorities. Further work on this will be carried out in subsequent workshops. The report elsewhere on this agenda on priorities has therefore drawn on existing information.
Line 17. Comprehensive records	The web based information is virtually complete and should be by the time the Shadow Executive meets.
Line 23. Project initiation documents	Additional internal resources have now been released. The work should be complete in June.
Line 37. Communication strategy	A draft is substantially complete.
Line 62. Staffing regulations	The DCLG have said that they do not have sufficient resources to deliver various regulations on time. This could have serious implications for our programme. The Leader has written to the Minister.

7. Progress on Central Bedfordshire is behind other authorities being reorganised due to the timing of decisions from DCLG. This has meant that essential baseline work, such as the County Council's web based transition information, is only now being completed. It has yet to be evaluated, analysed and reviewed prior to service design.
8. Officers and Members are, therefore, only at the early stages of understanding the full scale of the task facing us. This position is partly common to all the councils working on reorganisation and officers are in close contact with colleagues in those councils to share learning. Nonetheless, it is already clear that our current rate of progress needs to move up a gear and that our governance structure needs review. To state the obvious, time is the most precious commodity we have and cannot be bought. Making the most effective use of the time available should be a guiding principle in all decisions leading to the creation of Central Bedfordshire. It is proposed to discuss this further at the meeting.

Next Steps

9. The next step is to develop detailed project plans within the workstreams. The Officer Programme Board (OPB) will then compile a single Gantt chart linking all the project plans. This is likely to be a very large document that will be a working tool for the OPB.
10. More detailed risk logs will be maintained at the level of Transitional Task Forces / Officer Service Groups.
11. It should be noted that the Implementation Plan and Risk Log will evolve over time. Progress and recommended changes will be the subject of monthly reporting to the Shadow Executive and the DCLG.

Background Papers: None specific

Location of Papers: Deputy Chief Executive's office, Priory House, Shefford

File Reference: CG3